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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 16 February 1954

FROM : Chief, Orientation and Briefing Division

Document No. 001NO CHANGE in Class. ☐☒ DECLASSIFIED

SUBJECT: Briefing [REDACTED]

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1783

Date: 9 Feb 78 By: [REDACTED]Introduction

This memorandum report is submitted to the Director of Training as a voluntary contribution to try to help our Agency. Since the subject of briefing continues to occupy considerable time of CIA personnel, this case history might prove of assistance in arriving at a solution. To understand the happening best we give it on a chronological basis.

1. A request was received by this Division from Mr. [REDACTED] (ORR) for the use of 117 Central for a 2½ hour briefing from 0900 hours to 1130 hours on Monday, 1 February 1954.

Monday, 1 February 1954

0850 - The Chief, Orientation and Briefing Division, called to ask if we could aid the briefing project by providing some maps. The response was "yes" since those which ORR had in preparation were not yet finished. We were also informed that the briefing was to be broken down into three parts: (a) SOVMAT, [REDACTED] and (c) ORR substantive personnel.

0900 - The representative from SOVMAT came and after a phone call, informed us that the entire briefing project had been moved to M. Building. We welcomed this news since another request had been made for the use of 117 Central.

0910 - [REDACTED] arrived with two ORR persons who were to brief him on the [REDACTED] Business. (Comment: The Chief, [REDACTED] had met [REDACTED] briefly at Maxwell. As we attempted to straighten out our inappropriate map, [REDACTED] you know about the new strategic maps which are excellent for briefing, don't you?" I indicated knowledge of these and expressed regret that we did not have some for him on this occasion. We ended up using no maps at all.)

0912 - Telephone calls made to ORR indicated that the SOVMAT official who went to M Building had mixed up "another briefing." [REDACTED] was standing in Room 117 when this report was made.

0913 - The [REDACTED] person stated that since they "were present" they might as well start the briefing and opened with the weak approach, "We don't know what you know about this but . . ."

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After about 25 minutes of discussion regarding the [ ] project, SOVMAT returned (this time a different man) and succeeded in collaring [ ] for about 7 minutes of concentrated pounding about all of the items that SOVMAT would like to get.

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1000 - Into the room came 13 people introduced as the "substantive persons from ORR." It was interesting to note [ ] reaction--surprise and fright--as if to say, "This can't be for me. I better get out of here." In fact, [ ] moved his chair and was about to recoil to the sidelines when he was told that this was all for him. The chairman of the briefing, sitting near [ ] called upon these people and they spoke in the most general terms of their information requirements--some about

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25X1

1025 - More ORR people came in, pushing the number up to 20. These in turn were called upon by the chairman.

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1030 - Still more ORR people came, now totaling 22. Among the last persons to arrive were those of the Aircraft Branch, Industrial Division. When called upon by the chairman, this was their response, "We don't know what's been done here already." The chairman said, "We are here to brief [ ]

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1035 - Three ORR people left.

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1054 - Three more left.

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1055

1100 - The briefing died (I mean ended).

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1. If the Orientations Room of the Office of Training had not been sought for the briefing of [ ] this report would not have been written. Accordingly, we do not know how many briefings of this kind are being conducted at all times throughout the Agency.
2. Even though CIA has no Public Relations Division as such, we have a rightful interest in what others think of us. The Human Resources Programs, conducted by the Office of Training and which have the solid support of the policy level of our Agency, emphasize that the importance of management is the process of getting good work done "through people." This means people in the departments as well as people in our own Agency. But from what I witnessed in the [ ] case I do not think that the people in other agencies will get the proper impressions about CIA if [ ] and others of his category report occurrences of this kind when they return to their own agencies. This format for briefing could undo much of the good work that the Agency is striving to accomplish in other fields.
3. This situation in particular and the subject of briefing in general were discussed with representatives of the Office of Intelligence Coordination.

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Recommendations

It is recommended that:

1. The Director of Training discuss this situation with the AD/OIC. The Office of Intelligence Coordination has surveyed this problem in detail and did the actual management work in briefing for about six months.
2. The Director of Training bring this problem to the attention of the Inspector General.
3. The Director of Training recommend that the organization of all briefing be centralized in the Office of Training for the entire CIA--DD/P as well as DD/I--and that this total responsibility include all categories of persons to be briefed regardless of rank or station. This does not mean that the Office of Training does all of the briefing. In fact, it is merely stressing: (a) the service of planning, organizing and managing the briefing sessions, (b) actual participation to cut down duplication and onus on the DCI, the DDCI, the Deputies, Assistant Directors and substantive and operating officials, and (c) the correlation of the needs in each instance.

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